

## 299 - INTEGRATED WASTE MGMT DEPT ENTERPRISE

### Operational Summary

#### Mission:

To meet the solid waste disposal needs of Orange County through efficient operations, sound environmental practices, strategic planning, innovation and technology.

#### Strategic Goals:

- Implement environmentally sensitive landfill operations practices that maximize capacity and accommodate in-County and imported waste.
- Administer and monitor unincorporated areas' waste collection services to ensure compliance with franchise agreements.
- Manage department finances to sustain the long-term viability of the enterprise fund.
- Develop and implement strategic/options to meet Orange County's long-range waste disposal needs.

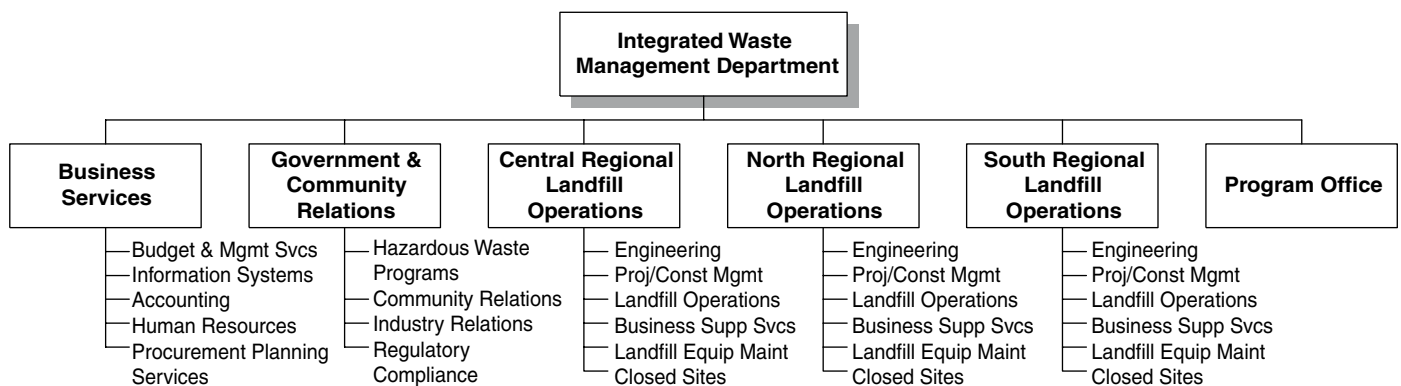
#### Key Outcome Measures:

Performance Measure	FY 99-00 Results	FY 00-01 Target	How are we doing?
<b>MAXIMIZE FINANCIAL AND OPERATIONAL EFFORTS TO MAINTAIN IN-COUNTY CONTRACTED GATE FEE AT \$22 PER TON</b> <b>What:</b> Measures the effectiveness of operations in maintaining a stable waste flow and competitive gate fee <b>Why:</b> A competitive gate fee is essential to maintaining a stable revenue base	\$22 per ton	\$22 per ton	The Department has successfully maintained a gate fee of \$22 per ton since 1997
<b>MAXIMIZE IMPORTATION REVENUE TRANSFER TO THE GENERAL FUND WITH A MINIMUM OF \$10.5 MILLION IN 2000</b> <b>What:</b> Measures the effectiveness of the Department's marketing efforts in obtaining imported waste <b>Why:</b> The transfer is used by the General Fund to meet certain bankruptcy related obligations	\$12.1 million	\$10.5 million	The Department is working to establish new importation contracts to meet our importation goals
<b>MAINTAIN A MINIMUM OF 3:1 TRASH TO SOIL RATIO AT THE LANDFILLS</b> <b>What:</b> Measures the effectiveness in maximizing landfill capacity <b>Why:</b> Landfill capacity is a finite resource that is costly to replace	All landfills exceed the 3:1 trash to soil ratio target	3:1 trash to soil ratio	The Department is experimenting with alternatives to soil (green waste and tarps) for daily cover in an effort to increase capacity

## Fiscal Year 1999-00 Key Project Accomplishments:

- Completed environmental protection projects at regional landfills that provide effective management of ground and surface water flow, and the collection and monitoring of landfill gas.
- Initiated and completed negotiations for amendments to landfill operating agreements with host cities for changes in hours of operations and tonnage limits on days immediately following holidays or emergency landfill closures.
- Prepared Santiago Canyon Landfill Final Closure and Post Closure Plans
- Initiated the long-range strategic planning project, Regional Landfill Options for Orange County (RELOOC).
- Maximized landfill capacity by implementing the use of tarps to cover trash on a daily basis.
- Developed and implemented a Safety Incentive Program at all landfills.
- Renegotiated waste collection services for the unincorporated areas that resulted in increased services and recycling levels without increasing customer rates.
- Developed strategies for assessing potential environmental liabilities at closed and inactive landfills.

## Organizational Summary



**BUSINESS SERVICES DIVISION** - Conducts Department accounting, budget, finance, and procurement activities; implements and maintains Department information systems; manages human resources needs of the Department; and provides various general support services.

**GOVT & COMMUNITY RELATIONS DIV** - Oversees regulatory compliance issues; administers Waste Disposal Agreements; manages contracts for solid waste services in the unincorporated areas; responds to user issues; conducts community and media relations, marketing and outreach activities; coordinates the operations of regional Household Hazardous Waste Collection Centers; and coordinates with the cities in the development of the County Integrated Waste Management Plan.

**CENTRAL REGIONAL LANDFILL OPS** - Operates and manages daily activities at the Frank R. Bowerman Landfill which accepts and disposes of residential, commercial and industrial non-hazardous waste; and manages and oversees eleven closed landfill sites.

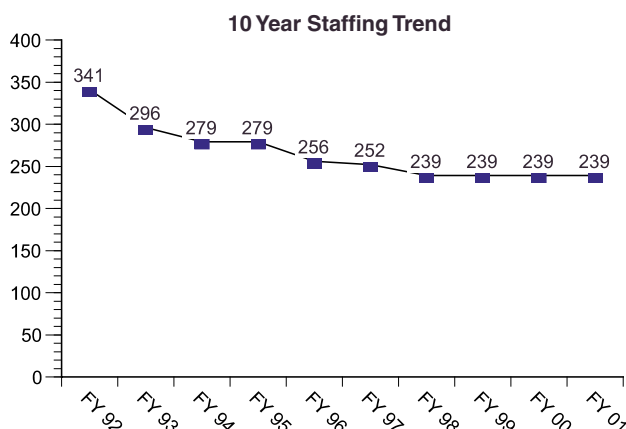
**NORTH REGIONAL LANDFILL OPS** - Operates and manages daily activities at the Olinda Alpha Landfill which accepts and disposes of residential, commercial and industrial non-hazardous waste; and manages and oversees eleven closed landfill sites.

**SOUTH REGIONAL LANDFILL** - Operates and manages daily activities at the Prima Deshecha Landfill which accepts and disposes of residential, commercial and industrial non-hazardous waste; and manages and oversees eleven closed landfill sites.

**PROGRAM OFFICE** - Facilitates long-range strategic planning; conducts negotiations with municipalities and property owners; oversees liability matters related to operations; and develops strategies for resolving legal issues.

**IWMD DIRECTOR** - Directs the administrative management activities of the Department to accomplish Agency goals and strategic priorities.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- The staffing trend illustrates the success that the Department has had in streamlining operations to reduce costs, maximize efficiency, and better serve our customers.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

IWMD will continue to work toward meeting the goals outlined in the Five Year Strategic Financial Plan. The Department will continue to aggressively market solid waste importation to achieve sufficient contributions to the bankruptcy recovery effort.

### Changes Included in the Recommended Base Budget:

The Director's Office is a separate budgeting unit for fiscal year 2000/2001. All expenses and revenues associated with this division are now budgeted and accounted for separately.

### Final Budget and History:

Sources and Uses	FY 1998-99 Actual Exp/Rev <sup>(1)</sup>	FY 1999-00 Final Budget	FY 1999-00 Actual Exp/Rev <sup>(1)</sup>	FY 2000-01 Final Budget	Change from FY 99-00 Actual	
					Amount	Percent
Total Positions	N/A	239	N/A	239	239	N/A
Total Revenues	86,122,075	88,714,245	92,994,344	93,463,716	469,372	0.50
Total Requirements	71,442,097	94,244,195	77,672,848	97,443,310	19,770,462	25.45
FBA	89,445,443	5,529,950	121,472,681	3,979,594	(117,493,087)	-96.72

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 1999-00 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: INTEGRATED WASTE MGMT DEPT ENTERPRISE in the Appendix on page 475.

### Highlights of Key Trends:

- Over the past two years there was an 18 percent increase in the amount of solid waste disposed of at the landfills. As landfill capacity is a finite resource, planning has been initiated to ensure that the Department can pro-

vide the necessary landfill capacity to accommodate long-term solid waste needs. Within the upcoming year, the Department will develop and present a draft strategic plan that will contain alternatives to meet future waste disposal needs of Orange County.

## Budget Units Under Agency Control

No.	Agency Name	Business Services Division	Govt & Community Relations Div	Central Regional Landfill Ops	North Regional Landfill Ops	South Regional Landfill	Program Office	IWMD Director	Total
285	IWMD Bankruptcy Recovery Plan	12,069,749	0	0	0	0	0	0	12,069,749
299	Integrated Waste Mgmt Dept Enterprise	20,069,790	20,041,051	27,795,865	20,222,542	8,071,968	1,048,413	193,681	97,443,310
	<b>Total</b>	32,139,539	20,041,051	27,795,865	20,222,542	8,071,968	1,048,413	193,681	109,513,059